

UNHCRs Self-Image: An Assessment of Its Corporate Identity and Corporate Image

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Abstract

Since companies and institutions in today's world not only market their product and services but also themselves; increasing attention is given to their identity and image. This paper tackles the dimensions of corporate identity based on Melewar's taxonomy in reference to the UNHCR bureau in Lebanon, and perceives the image of the organization on the basis of the Syrian refugee's estimations and testaments. By examining the proposed conceptual model, this study determines whether the perceived image of the organization is consistent with the UNHCR's framework and professed image. The research follows a qualitative approach which is supported by a semi-structured interview with UNHCR personnel and focus groups discussion conducted with Syrian refugees in North Lebanon.

The findings of the study clearly show a dissonance between the corporate identity and corporate image of the UNHCR. The depicted results are as following: 1) the Syrians recognize the UNHCR as the leading organization in aiding the refugees throughout the crisis, as well as their recognition to other humanitarian organizations and partners with the same aims. 2) The Syrian Refugee Protection Plan (RRP) proposed is constructed putatively, that yielded the work of the organization on the grounds as inadequate. 3) The communication process adopted by the UNHCR is directed towards indirect stakeholders as citizens, host countries and donors and not towards their target audience, the refugees. As the research pointed to prove, UNHCRs self-image is manipulated through the corporate identity and through the corporate image of the organization.

Keywords: Corporate Identity, Corporate Image, Melewar's taxonomy, Syrian refugees, UNHCR, Lebanon.

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Introduction

Lebanon and several other neighboring countries have been caught in conflict along with Syria due to the huge number of citizens heading their way seeking refuge and escaping the war that has occurred in the Syrian Arab Republic since 2011. According to the latest UN Refugee Agency statistics (Syria regional refugee response: Inter-agency information sharing portal, 2014) dating December 2014, there are 3,034,747 Syrian refugees in Turkey, Egypt, Lebanon, Iraq and Jordan. Relatively, there are 1,158,995 Syrian refugees in total with 1,146,405 registered up to date in Lebanon alone. The number of immigrants reached 1,158,995 individuals in December 2014 and may increase as long as the situation in Syria is still unknown and unstable (Syria regional refugee response: Inter-agency information sharing portal, 2014). The significant size of influx being the refugees and the lack of foreseeable political resolution to the Syrian crisis mean that considerable resources, both human and financial, are required to meet the needs on the Lebanese ground.

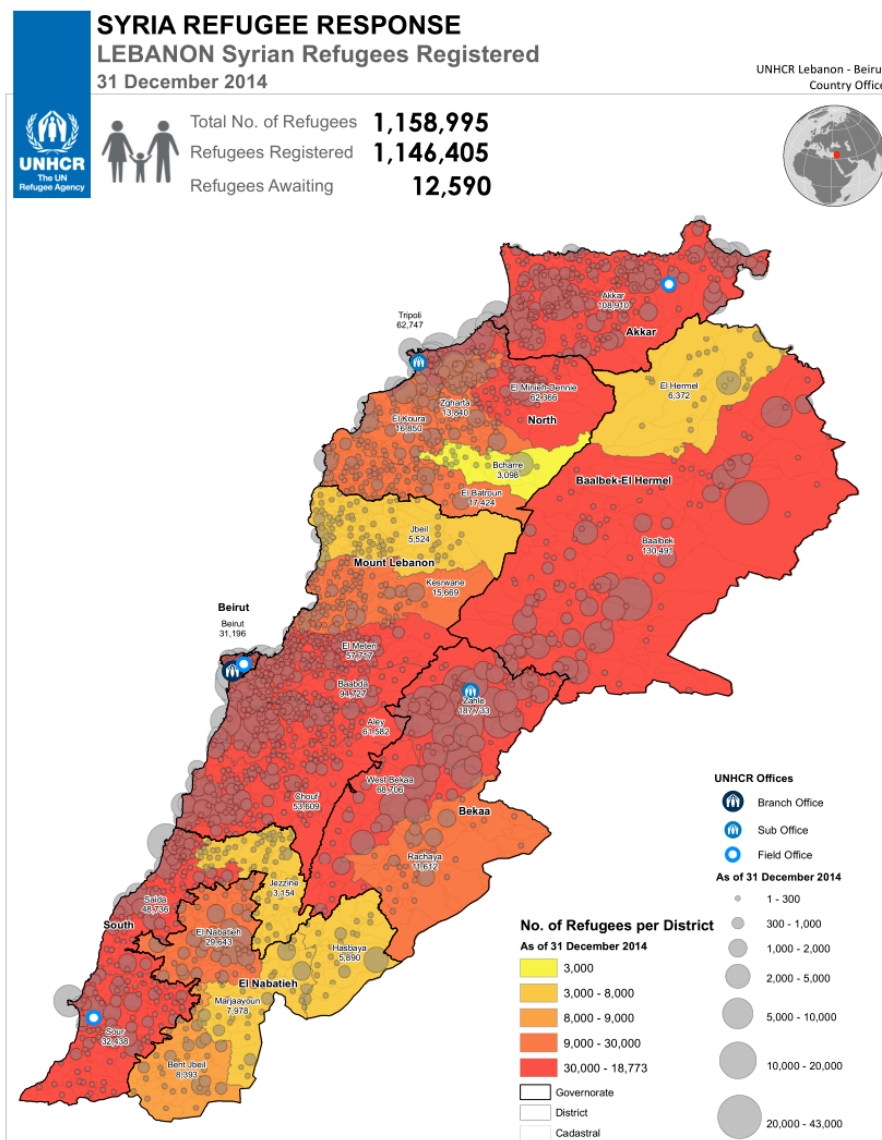


Figure 1: Syrian refugees registered in Lebanon

The international community and NGOs in collaboration with host governments have been working together ever since in aiding refugees. As of 2012 the UNHCR, took a leading role in coordinating and managing the response (Syria regional response plan, 2012). The office of the UNHCR was established in 1951 and it has since become the most reliable international refugees' protection center today. The organization serves the role of helping and protecting the refugees fleeing their countries, and providing them with assistance and social services. The commission provides for refugees basic needs of core relief items such as food parcels, access to education, and admission to primary health care services. Also, they provide sanitation and unpolluted drinking water which is considered as a separate project (UNHCR, 2014).

The clearly defined function of the organization molded a unique corporate identity and has led to an image that the UNHCR is associated with.

Scholars, academics and researchers took interest in the concepts of corporate identity and corporate image. Upon the various explanations and designations published, researchers have clearly acknowledged that the concepts of corporate identity and corporate image as complex constructs, yet closely related. The end result was the identification of corporate identity as what the organization is and corporate image as ones perception of the organization. According to Balmer (2001) corporate identity is "a key element which gives a business identity its distinctiveness and relates to the attitudes and beliefs of those within the organization" (Balmer, 2001). Cornelissen (2000) defined corporate image as "an image is a perception of a receiver of his or her received projection of the corporate identity and own reflections of interpretations of various attributes from various sources" (Cornelissen, 2000).

Corporate identity is the foundation for the corporate image. Identity and image must be consistent; the projected image and reality must coincide (Simões & Dibb, 2002).

Methodology

The idea of this research is to study how the UNHCR manages its corporate identity relating to its corporate image. The objective hence is to determine the approaches implemented by UNHCR of its corporate identity and whether it is in reference with the perceived corporate image.

The research paper aim to answer the following question:

How are the corporate identity and corporate image of the UNHCR consistent with the organization's framework?

Corporate identity and corporate image are interrelated concepts as per corporate identity structure leads to corporate image formation. The corporate identity of UNHCR is depicted based on the interview with an official employee of the agency (who requested to remain anonymous) and further research from news outlets, official documents published by the UNHCR and the organization's website. The analysis is on the basis of the seven dimensions that construct the concept of corporate identity, defined and explained by T.C. Melewar; corporate culture, corporate behavior, corporate communication, corporate design, corporate structure, industry identity, and corporate strategy.

The corporate image of UNHCR is depicted through focus groups conducted with the direct stakeholders of the organization, Syrian refugees. The required visits to refugee sites to conduct the focus groups for the study were organized by a representative from the International Relief & Development organization (IRD), in collaboration with the UNHCR sub-office in Tripoli. The focus groups took place during the month of April, 2015. The participants were both male and females of 100 Syrian refugees, and the discussions took place in different locations in North Lebanon, specifically Akar, Tripoli and Koura district.

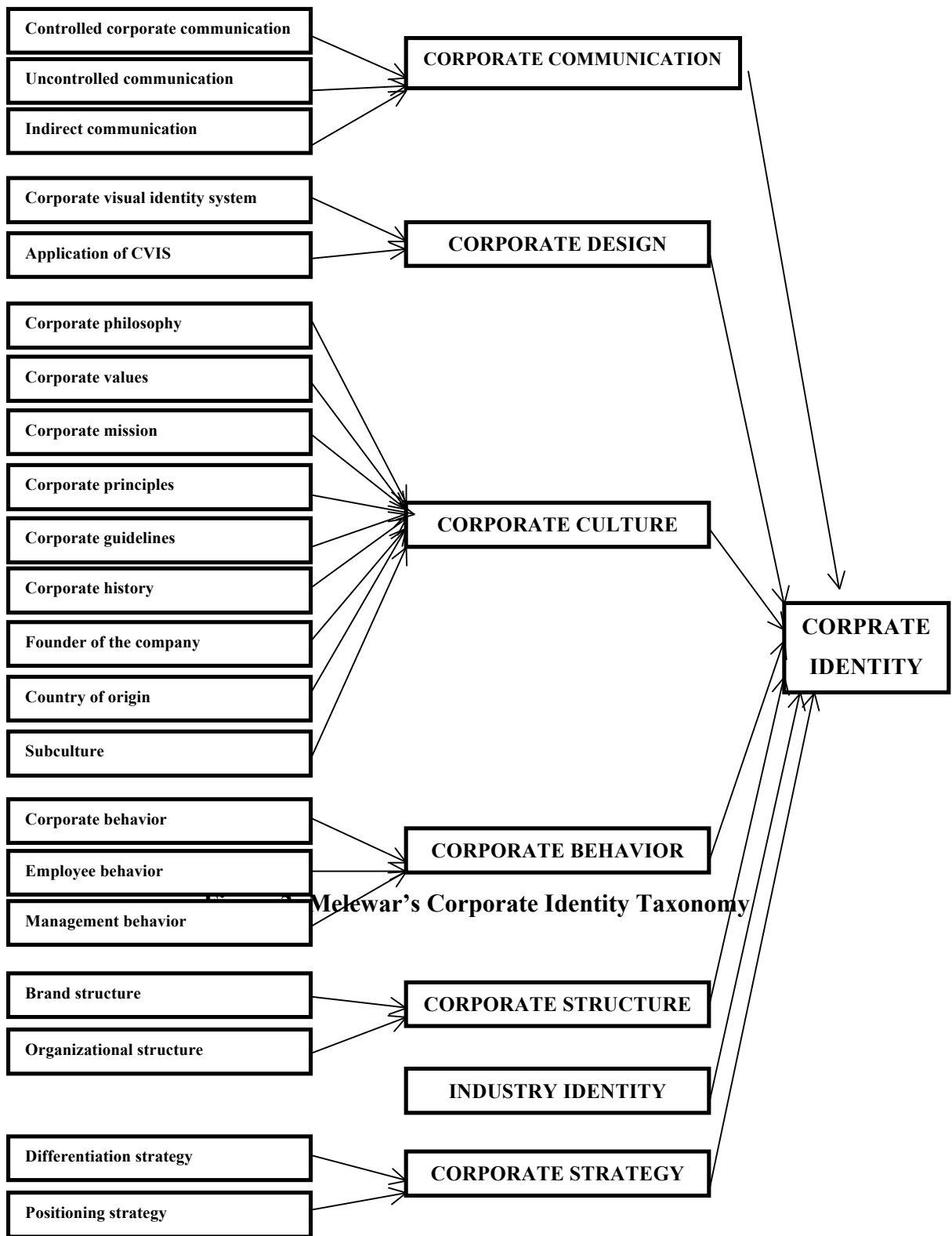
Literature Review

Over the last decades various models, frameworks and taxonomies have been developed to identify the aspects of corporate image formation and corporate identity management as Kennedy (1977), Dowling (1986), Abratt (1989), Baker and Balmer (1997), Markwick and Fill (1997), Van Riel and Balmer (1997), Stuart (1994, 1998) and Melewar (2003). Some of these models only concentrated on the formation of corporate image, while the others highlighted the corporate identity management process.

Kennedy's model was a starting point for all later researches concerning corporate identity and corporate image, ending with Melewar's taxonomy representing a combination of both concepts. Kennedy's model focused on how the company image is formed. The model consisted of total corporate image: the letter headings, corporate symbols and all forms which identify the organization visually with no reference to corporate identity. Dowling's model did not represent a significant change from Kennedy's, though he added the element of communication in relation to corporate image. He included internal and interpersonal communication which represents the images of the organization viewed by internal and external groups, and marketing media communication which represents the organization's perception of itself. The models of Kennedy and Dowling tackle solely corporate image formation.

Abratt sought to differentiate corporate identity and corporate image as these terms were often used interchangeably. He thought of corporate identity as a communication mechanism. He included to the model corporate personality or corporate culture and from this developed a corporate philosophy which embodied the core values and assumptions of the company. With the distinction of corporate identity and corporate image, Abratt's model is still of corporate image management process. Markwick and Fill's model was of corporate identity management model. They determined that corporate strategy is of importance to corporate identity and expanded the concept of communication a dominant form of interface between identity and image. Van Riel and Balmer concurred that the way in which an organization's identity is revealed is through behavior and communication, as well as through symbolism. Stuart's model retained the notion of the corporate identity/corporate image interface proposed by Abratt's 1989 model and included modifications to the model. The main changes were the inclusion of corporate culture and corporate symbol as elements of determining corporate identity, and the placement of employees into the internal part of the model registering employee's view of corporate identity an important part of its management.

Melewar acknowledged that the concept of corporate identity has contributions from different disciplines and includes behavior, culture and communication. Corporate identity is about the presentation, positioning and differentiation of an organization, at corporate, business and product level (Melewar, 2008). Initially the concept was restricted to logos and elements of visual design, but it has gradually come to include communication and other forms of behavior in the market that gives the company its specificity and coherence. The acknowledgment of corporate identity and corporate image made Melewar's taxonomy a definitive model incorporating all aspects that shape these concepts. Hence, Melewar's taxonomy is used in this study to analyze the corporate identity and corporate image of the UNHCR.



Perception of Corporate Identity and Corporate Image of UNHCR

Corporate identity and corporate image have been subject to study throughout the years whether interchangeable or as distinctive concepts. Several scholars' clarified elements related to these concepts and developed corporate identity and corporate image models accordingly. This research paper assessed the dimensions of corporate identity and corporate image of the UNHCR in Lebanon on the basis of Melewar's taxonomy, unfolded the approaches implemented by UNHCR of its corporate identity and resolved it's reference with the perceived corporate image.



Figure 3: Syrian refugees participate in focus group

1. Corporate culture

UNHCR's work revolves around three human goals; helping refugees and saving their lives by giving them food, water, shelter, medical care, and security, as well as providing them with protection and assistance needed for survival, and ultimately supporting these refugees in finding their way home, settling in host country or transferring to a different country, to rebuild their lives after the conflict (Mace, Deacon, & Taton, 2014). UNHCR is mandated by the United Nations to lead and coordinate international action for the worldwide protection of refugees and the resolution of refugee problems. The mandate states "the agency is mandated to lead and co-ordinate international action to protect refugees and resolve refugee problems worldwide. Its primary purpose is to safeguard the rights and well-being of refugees.

It strives to ensure that everyone can exercise the right to seek asylum and find safe refuge in another State, with the option to return home voluntarily, integrate locally or to resettle in a third country” (UNHCR, 2014).

In Lebanon, the UNHCR office was established in 1964 marking the country as a member *State of the UNHCR Executive Committee*. Ever since its establishment, the organization realized two groups of refugees; the 376,472 Palestinian refugees and the 2,672 non-Palestinian refugees as Iraqis, Afghans, Sudanese, Somalis and refugees from other countries (Lebanon and Refugees, n.d.) up until 2012. Specific UN bodies aid each category, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) and the United Nations High Commissioner for Refugees, respectively.

The UNHCR’s help to the refugees is on an unassertive basis since Lebanon has not yet signed any international refugee convention as the 1951 Convention and/or the 1967 Protocol relating to the Status of Refugees. The international convention is “the key legal document in defining who is a refugee, their rights and the legal obligations of states” (UN General Assembly, 1951) with the protocol amendment which removed geographical and temporal restrictions cited in the previously mentioned convention (UN General Assembly, 1967). For this reason, the UNHCR ensures the protection and safeguard of the refugees under its own decree, providing them with instant and basic needs. Hence, Lebanon has signed other relevant human right treaties allowing the presence of refugees in the country and addressing, yet modestly, the needs of these refugees.

The work of the UNHCR is known to the refugees, it is the agency that supplies them with basic needs and materials for survival. This organization is the back bone of the refugees that they rely on for survival and continuity in life despite the aggression and war occurring in their home land. The majority of the refugees stated that they personally have to seek the UNHCR to obtain the resources wanted. This doesn’t mean that the refugees did not acknowledge organization’s job because all the participants stated that its role is to help them persist and stay alive. The refugees agreed that the organization is indeed not doing its job properly with the latter implementing rules and regulations that minimize the amount of materials, products and services delivered, and constitute a huge pressure and burden on the refugees themselves.

2. *Corporate behavior*

Corporate behavior is the behavior of employees in the organization among each other and towards the customer. Characteristics and guidelines are used to arrange behavior and practices of the employee within the organization to conserve the mission and values that the last stands for.

The UNHCR has a mandate, global guideline for work and conduct to abide to. All work activities carried by the organization and its employees suffice the ideologies denoted within these guiding principles (UNHCR, 2004).

“This Code of Conduct is intended to serve as an illustrative guide for staff to make ethical decisions in their professional lives, and at times in their private lives. It is a moral code that does not have the force of law. It is designed to assist staff to better understand the obligations placed upon their conduct by the Charter of the United Nations and the Staff Regulations and Rules, which remain the only legal instruments that determine acceptable conduct in UNHCR.” – UNHCR Code of Conduct

The first rule of behavior from UNHCR members is the respect and dignity of its publics. The organization has well-developed guidelines on means of behavior and appropriate treatment of refugees being women, men, girls and boys, that ought to be valued and implemented. Moreover, the staff of the UNHCR ought to regard the refugees as human beings and not mere inhabitants, empathize with them and contribute to fair treatment. UNHCR staff should maximize their effort to communicate with the public directly; keep in contact, listen to their concerns, and involve them in finding solutions to the conflict at hand.

UNHCR’s staff ought not to abuse the power they have at their disposal. Requesting or accepting favors, bribes or offers of protection or aid are prohibited. Engaging in any exploitative relationship whether sexual, emotional, financial, and in exchange for money or goods, with any of the organizations public or people of concern is unacceptable as well as prohibited.

3. Corporate communication

Corporate communication is the total of internal and external communication activities performed by the company to its public to achieve its planned objectives. The communication management of the UNHCR in Lebanon encompasses on three bases: communication with the publics, communication with government, and communication with donors.

Refugees are given leaflets upon crossing the Lebanese borders and while visiting registration centers by UNHCR field officers, which in many cases adults fail to read the information provided on them due to illiteracy and instead they give the leaflets to their children who in return play with or dispose of them. The written information provided consists of list of services provided by the organization that is merely confusing and overwhelming for the refugees. It is difficult for aid agencies to locate and track refugees due to the immense number of refugees seeking safety in Lebanon on a daily basis, and the fact that the families are scattered living in different temporary shelters or rented accommodation across the country. Telephone helplines had been set up for the refugees to use to contact the UNHCR to obtain all the needed information and assistance. The agency relies on the fact that the Syrian refugees are in possession of a telephone line or SIM card to communicate. Hence, the lines are busy most of the time due to the immense number of refugees in the country requiring aid.

The Lebanese government holds a prime responsibility in protecting and aiding refugees seeking safety. The government including the Ministry of Social Affairs (MoSA), supports and protects affected populations as the Syrian refugees. The ministry provides a variety of protective services such as medical examination, care for children and pregnant women, and support persons with disabilities, educational services, social services, and basic human need services relating to distribution of

food portions, clean water and shelter, through Development Services Centers (Ministry of Social Affairs, 2014). The government coordinates among national and international NGOs and relevant Ministries to facilitate and organize response plan procedures, increase work assistance and support to the dispersed. The MoSA also aid agencies to track the number of refugees and their whereabouts when they contact the General Security office for registration.

Last of all, the organization relies heavily on donations; 98% of the UNHCR's total budget is voluntarily funded, essentially by governments (UNHCR, n.d.). The financial requirement to aid the Syrian refugees in Lebanon continues to increase due to the influx of the immigration to the country. The initial budget in 2012 mark USD13.7 million, increased to USD500 million in 2013 and to USD1.7 billion appeal in 2014 (Syria Regional Response Plan, 2012).

NGOs and humanitarian aid agencies are struggling to collect the money required to fulfill the needs and demands of these refugees. Donations to the Syrian refugees in Lebanon are provided by governments from around the world (Financial Service Tracking, 2014) as of the United States of America, Russia, United Kingdom, Sweden, Germany, and others. The Lebanese government covers an estimate of USD165 million. The donations acquired from previously mentioned governments are distributed among UN agencies working in the country, allowing the supplement and assistance to pay for food, education, shelter and provide basic relief items as hygiene kits, blankets and heater.

Corporate communications developed with social media. Social media allows direct and instant communication with stakeholder and company. The UNHCR has an official website <http://www.unhcr.org/> where the agency posts all information about the organization, its role and activities carried around the world. An interagency website is founded and managed by the organization in Lebanon <http://www.refugees-lebanon.org/> in two languages, Arabic and English. The website consists of a directory of news informing, registration procedure; services provided listing as shelter, education, food, health, and water and sanitation. Each segment mentions the procedures refugees ought to complete with detailed information and video tutorials to simplify the reception of these measures. In addition to social networks as Facebook page *UNHCR Lebanon* and twitter account *@UNHCRLebanon* that are used to update citizens about the current situation of the refugees and activities performed by the organization in Lebanon. Yet, the refugees fail to take notice of such mediums since they are not accessible or in reach to these technological advancement mechanisms, nor to the information poste.

The UNHCR's bureau in the Lebanon is not listed among the UNHCR bureaus around the world that have an independent website, however it is worth noting that Syria is listed among the UNHCR bureaus around the world that have a distinctive website <http://www.unhcr.sy/>, though the website is not functional.

The channels of communication with the millions of refugees are unrecognizable, uncoordinated and overlapping. Communication initiatives implemented by the UNHCR is unreliable and without prior audience research, alluding uncertainty to whether the messages are reaching their audience clearly and in an understandable manner or whether reaching the target audience at all.

The communication process adopted by the UNHCR is directed towards indirect stakeholders as citizens, host countries and donors and not towards their target audience, the refugees.

4. *Corporate design*

Corporate design consists of visual elements that identify the organization such as name, logo, slogan, color and typography. It is extended to vehicles and architectural design.

- A. Name is given to a person, product, or organization in reference to who they are and what they do. The name of the UNHCR represents the function of the organization; refugee agency. The abbreviation U.N.H.C.R stands for United Nation High Commissioner for Refugees.
- B. Logo is a graphical representation, mark or symbol of a company name or trademark, designed to procure recognition. It becomes an integral part of a company's identity. The significance of the UNHCRs logo is the act of protection in a charitable and peaceful manner.
- C. The main component of identification and association of a brand is the color. Color enables customer's instant recognition, when one identifies a color, an emotional connection in association is produced, setting a mood of brand expression and triggering a trail of memories, thoughts and connotations to places, people and occasions (Dawson, 2013). The color of the UNHCR's name and logo is blue used on website, envelopes and folders, official documents, transactions, and vehicles of the organization.

The refugees were not able to depict the abbreviation of the UNHCR, however they refer to the organization as 'الأمم' as in 'الأمم المتحدة' or the United Nations. The refugees rely highly on the color of the logo to distinguish the organization.

5. *Corporate structure*

Organizations set up and sustain distinctive structures which enable the latter to project its identity internally and externally. Corporate structure is categorized into monolithic, endorsed and branded identity (Olins, 2002).

The UNHCR is an international organization aiding refugee from around the world. The numerous organizations' bureaus work on same basis abiding by the same guidelines and regulations, for this reason the UNHCR falls into monolithic category as per the whole company uses one visual style throughout, eliciting the corporate identity of the company as the brand to the consumer. Concerning Lebanon, UNHCR bureau is situated in Beirut. The bureau has four registration centers for refugees; one each in Zahle for the region of Bekaa, in Tyre for the South, in Tripoli for the North and in Beirut.

6. *Industry Identity*

Due to the escalation of catastrophes and conflict, a growing number of humanitarian organizations are acknowledged worldwide. These organizations are characterized as international or intergovernmental agencies, international NGOs and religious-based NGOs, and state institutions, all working to offer aid, development and conflict

resolution during the Syrian crisis. These organizations abide to the Universal Declaration of Human rights, international law, and various legislations on civil, political, economic, social and cultural rights (UNHCR, 2015). To reach the acquired humanitarian goal, all these organizations work together in partnership and not against each other. The only difference they have is in few aspects as their history, size of the agency and their reachability. In the case of Lebanon, the UNHCR bureau in the country is allied with more than 50 organizations aiding the Syrian refugees ever since the conflict arose (Complete List of Partners, 2014).

The immense number of refugees fleeing to safety away from Syria Arab Republic required large appeal to humanitarian organization to aid these refugees. The participants acknowledged that the UNHCR is responsible for all refugees in the country. Additionally, the refugees recognized the aid of several other organizations in supplying the needed materials.

The recognition of humanitarian organizations other than the UNHCR shows that the UNHCR's industry identity is clearly depicted by the Syrian refugees.

7. Corporate strategy

Generally and as stated by the UNHCR official interviewed for the study, the UNHCR's responsibility is to promote international protection and to ensure the rights of the refugees are fulfilled. It verifies governmental compliance with international law and provides aid and support to immigrants, providing them with water, food, shelter and medical care. UNHCR ought to seek solutions for refugees as to build their lives in host countries, reside in another country or return home.

Aid agencies claim that the Syrian crisis, with no end of conflict in sight, is the worst refugee crisis in recent history, and is demanding desperate humanitarian intervention.

Syrian Regional Response Plan

The work of the UNHCR concerning the Syrian refugees is on the basis of the Syrian Regional Response Plan- RRP. UNHCR's Syria Regional Response Plan identifies the needs, target, approaches, objectives and resources necessary for the refugees, and the responses implemented in the country being sought to. The plan adopts an integrated approach that combines protection and relief efforts for refugees, institutions and communities.

The regional response plan was developed by the UNHCR in March 2012, precisely a year after the up rise of the Syrian conflict in 2011. The response plan underwent changes complimenting the increase in number of refugees, their needs and wants, strategies and financial requirements to meet those needs, as well as adjusting the strategic response priorities and protection responses and coordination tactics on the field. Three regional response plans were developed consecutive to the three years of conflict in Syria.

The refugees agreed that the UNHCR is not doing its job properly. They claim that the organization is creating rules and regulations that minimize the amount of materials, products and services delivered, and constitute a huge pressure and burden on the refugees themselves. The reasons for the decrease in supplement is due to the fact that the Syrian refugees are increasing in number and the donation received are incapable of covering the extra materials and supplies to provide for them. Nearly half

of the refugees participating in the study affirm that they are not given the supplies and material they need.

The demands listed signify the lack of proficiency in the UNHCR's work towards the Syrian refugees on the Lebanese grounds. The most important act that the UNHCR execute for the refugees is registration. Only the registered refugees are entitled to acquire materials for living. The lack of card renewal from the UNHCR places the refugees with nothing to lean on for survival. The majority of the refugees rely solely on the UNHCR to provide them with all the necessary materials. The refugees have taken Lebanon as their home, and so they are demanding all the supplements that every citizen or refugee poses and have the right to obtain. These materials are more of wants and desires than needs for the refugees. For this reason, the demand for electricity, generator and money is presented, especially with the limited amount of money granted for the refugees by the UNHCR that hinder them from the standard living.

The UNHCR proposed the Syrian Refugee Response Plan to guide their work with the refugees in countries as Jordan, Lebanon, Turkey, Iraq and Egypt. The organization failed in comprehending the mass of the Syrian situation requiring updating its first RRP in less than 6 months. The RRP 2013 included the new approaches with expanding the peripheries of registration and increasing the amount of materials required to realize the influx of the refugees. With its 4th year the Syrian crisis heightened dramatically, permitting the UNHCR to change the stride of its response plan to more immediate action plan and increase the request for more donation and volunteers in order to attain the requests of all these refugees and acquire supplement to ensure their survival. This plan for 2014 pinpointed the number of refugees in the country and relatively their geographical distribution. The plan lists the functions that are presented by the agency as food, protection, shelter education and health. Food assistance will be delivered to those who are determined to not be able to provide for themselves, while in other sectors partners will proceed from general vulnerability data to target specific groups most at risk and favor interventions with the greatest impact and cost-efficiency (Syrian Refugee Protection Plan, 2014). Updates include obtaining of medications, a focus on lower cost education opportunities, the development and identification of further shelter options and ensure assistance through cash transfer for food, core relief items, and hygiene kits.

The claim that the UNHCR is completely fulfilling the needs of the refugees on the basis of the Syrian Regional Response Plan adopted is seen distorted, as the Syrian refugees lack substantial assistance. The refugees state that the capabilities and connections of the organization are vast, and the services they supply do not measure up.

Conclusion

The corporate identity of UNHCR is first and foremost to provide international protection to refugees and promote respect for human rights and freedoms. Add to that to uphold international peace and safety, to develop relations among states and nations, based on respect for the principles of human rights, and assist in solving international problems on humanitarian, social, cultural and economic level.

The corporate image of the UNHCR varies on two bases. The Syrian refugees had an image highly related to the propagated identity of the UNHCR as the organization that is responsible for providing assistance and relief materials to refugees and stateless people, at the beginning of the crisis. Nonetheless the assistance provided by the agency is in shortage. The refugees, while in need to proper assistance and revelation during the crisis, request to increase the materials quantities to sustain their survival and living.

The perception of corporate image of an organization is related to various elements of corporate identity formation as corporate culture, corporate behavior, corporate communication, corporate design, corporate structure, industry identity and corporate strategy.

The Lebanese government has yet to sign the 1951 convention and/or 1967 protocol relating to the status of the refugees issued by the UNHCR allowing the local bureau of the organization to work legally and on its maximum potential in the country.

The communication process adopted by the UNHCR seems targeted to different public than the refugees. The corporate identity of the UNHCR is directed towards external audiences as host country government and citizens and donors. The information shared and posted on social media are means of explanation about the nature of work the organization undertake and its processes. This information are accessible by external audiences as refugees have no means of technological advancement to check the referred to portals. As well as the organization neglected the high percentage of uneducated and illiterate refugees. News reports covered the story of the Syrian crisis ever its eruption in 2011 with regular updates about the political situation of Syria Arab Republic, as well as updates about the current living situation of the refugees in the country. These reports are mediated through radios, televisions and newspapers that are accessible to external audiences and mere number of refugees.

Seeming that the UNHCR attains a position of power with its global and international reputation, being in the lead and issuing response plan to uphold crisis and partnering with several other humanitarian organizations to aid with its objective, instigate that the organization is capable of performing wonders and more. Yet in reality, the Syrian refugees claim that the work of the UNHCR is insufficient and uncoordinated.

The Syrian Regional Response Plan lacks identification of course of work on behalf of the UNHCR as the amount of materials provided, distribution plan and whether they provide efficient materials to the refugees, rendering their work on the Lebanese ground with the refugees ineffective. The diverse needs of these different individuals and groups must be addressed when planning and implementing protection and assistance projects.

The perceived image of the UNHCR differs from its projected identity. The refugees are aware of the responsibilities of the organization. Seeming the vast capabilities and connections of the organization, the supplied services do not measure up. From the refugee viewpoint, research found that the elements corporate culture, corporate design, corporate communication, and corporate strategy, are inconsistent with the projected corporate identity of the UNHCR. The refugees saw the ambivalence between the branded image of the UNHCR and the perceived image as they depicted the image of the UNHCR as disconcerting and not up to expectation.

As the research pointed to prove, the UNHCRs self-image is manipulated through the corporate identity and through the corporate image of the organization. The corporate identity and corporate image of the UNHCR are incongruent.

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